

**Implementation Plan**

**Administrative Functions of the Fire  
Department and Best Practices Study**

**Council Work session**

**January 29, 2007**

# Strategic and Management Goals

- Senior command staff participated in off-site management workshop
- In the process of reviewing and writing a scope of work for a strategic planning consultant. Strategic planning will begin as soon as a consultant has been selected.
- A Communication Advisory Group has been formed to enhance communication within the Department
- A committee has been formed to review all SOP's and the policies manual

# Information Technology Goals

- Purchased and implemented the following software systems:
  - IT reporting system for Fire and EMS (High Plains)
  - Training tracking software
  - Help desk software to track work orders from the field
  - Bar coding system to increase the effectiveness of the supply process

# Goals: Completed

6. Revise certain IT Reports

- New reporting system: High Plains

7 and 11. Increase meetings at all levels to enhance communications

- Communication Advisory Group
- Monthly Departmental Newsletter
- Fire Portal

9. Conduct Performance Reviews on Time

- Evaluations will be required from managers a month before City deadline
- Managers to receive advance notification of who is due.

## Goals: Completed (continued)

13. Adhere to existing SOP
  - Ongoing
16. Implement several personnel management items
  - Ongoing
17. Enhance financial planning processes
  - Ongoing
19. Encourage greater use of IT staff
  - Implemented help desk software
21. Continue apparatus/equipment replacement program
  - Always had a depreciation schedule

# Goals: In Process

## Strategic Planning Process Goals (#1, 2, 3, 4, 5, 25, 35)

- Work underway to hire an external consultant
- Accreditation process will follow strategic planning process

## 8. Provide enhanced management and supervisory training

- City, In-house, NOVA training is currently provided
- The National Fire Academy training presents coverage and overtime issues

## 10. Provide orientation and review to personnel regarding communications SOP

- Committee in place to update SOP's and Policies manual

## 12. Time frame for completion of the policies manual

- Committee in place to update SOP's and Policies manual

## Goals: In Process (continued)

15. Upgrade the position of Admin Services to Assistant Chief
  - In process
18. Ensure that the supply process is responsive
  - Implemented bar coding software
20. Promote application of 20<sup>th</sup> due criteria
  - Working with other jurisdictions
22. Ensure employee involvement in projects
  - On-going: strategic plan, SOP's, communication

## Goals: In Process (continued)

23. Conduct safety inspections and pre-incident planning

- On-going

32. Automate training records

- Software in place, ITS doing training on new system

34. Upgrade facilities and maintenance equipment

- On-going



# EMS Goals

26. Re-write job description for the EMS Assistant Chief
  - Being processed
27. Create team to improve EMS reporting.
  - Reporting system implemented. All EMS units have portable computers to enter data for all incidents
28. Evaluate the two EMS supervisor model after one year
  - Will conduct evaluation in two months
31. Re-organize ALS Field internship position
  - Always being re-evaluated and improved

# Goals: Not Being Considered

14. Establish a support services division
24. Reassign Special Operations to Fire Operations
29. Consider requiring ALS training and certification as a prerequisite for employment
30. Reorganize the current EMS recruit training program
33. Incorporate fleet maintenance records management system
  - Will be addressed through current fleet study